



Investment of Funds to Support the Black Community in San Francisco

Community Engagement/Input
Status Update
August 2020

WORKING DRAFT
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Abstract

On June 4, 2020, Mayor London N. Breed and Supervisor Shamann Walton announced they would reallocate a portion of the San Francisco Police Department budget to better support the African American community. Mayor Breed and Supervisor Walton invited community members to share their ideas and input on the reinvestment of funding in a process facilitated by the San Francisco Human Rights Commission (HRC). In addition to circulating a survey citywide and accepting emailed comments, the HRC scheduled and hosted over a dozen meetings, including on nights and weekends, between June 23 and July 11 in an effort to gather comprehensive feedback from the public.

Acknowledgements

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INTRODUCTION

On June 4, 2020, Mayor London Breed and Supervisor Shamann Walton announced they would redirect funding from the San Francisco Police Department (SFPD) to the African American community by the close of the 2019/2020 budget cycle on August 1, 2020. This effort is part of an ongoing, multi-year strategy to decrease over-policing of the Black community and repair the legacy of racially disparate policies in health, housing, and economic outcomes for African American/Black people in San Francisco. Mayor Breed and Supervisor Walton invited community members to share their ideas and input on the redistribution of law enforcement budget dollars to ensure a collaborative process that was both data-driven and informed by lived experiences. In addition to circulating a survey citywide and accepting comments emailed to the Human Rights Commission (HRC) Roundtable, the HRC hosted and facilitated thirteen meetings between June 23 and July 16, 2020.

The following report highlights recommendations, research and data captured during the multi-week community input process. These meetings were not about defunding the police; locally, and nationwide, the advocacy of that movement includes taking an extensive of what resources, jobs or functions to eliminate or redirect from police departments. This process was meant to uplift community voice regarding desired priorities for City service investments to improve social and economic outcomes in San Francisco's Black communities.. The intent of this report is to document, acknowledge and deliver the recommendations from a diverse group of stakeholders while centering Black voices and experiences.

“Do not get lost in a sea of despair. Be hopeful, be optimistic. Our struggle is not the struggle of a day, a week, a month, or a year, it is the struggle of a lifetime. Never, ever be afraid to make some noise and get in good trouble, necessary trouble.”

- CONGRESSMAN JOHN LEWIS



BACKGROUND

There is no shortage of reports or data on African American people and their outcomes in San Francisco. Numerous commissioned articles and reports highlight vast wealth and income inequalities for this demographic.¹

Mayor Breed often talks about being a San Francisco native and the inequity she both witnessed and experienced as a Black woman growing up in poverty. Her lived experience is echoed in the data, highlighted by the structural inequities in San Francisco that continue to impact the African American community.

In February 2020, Supervisor Walton introduced a resolution calling for reparations, with plans to create legislation creating a task force. Supervisor Walton believes the redirection of SFPD dollars to the African American community helps advance reparations and notes, "This is a concrete, bold and immediate step towards true reparations for Black people"



GENERAL DATA REGARDING THE AFRICAN AMERICAN POPULATIONS

Despite approximately 5.9% of the San Francisco population being African American, according to the 2017 ACS survey, the following data points persist:

Education

In 2018, San Francisco Unified School District reported 53,855 students enrolled. African American students represent 7% of SFUSD population, approximately 3,769 students K-12, yet:

- 34% of SFUSD high school suspensions were African American students
- 38% of SFUSD middle school suspensions were African American students
- African American students had the lowest performing proficiency rates in the state of CA
- The 2018-2019 graduation rate for African American students was reported as 53%

Economic Justice

African Americans have the lowest median household income in San Francisco. In 2019, the average income for a Black household was \$31,000, as compared with \$116,000 for white families.

30% of the Black/African American population lives below the poverty level, and 14% of the population is unemployed; prior to COVID, the white community had a 4% unemployment rate.

Health and Wellness

Black/African Americans have the highest mortality rate for nine of the top ten causes of death in San Francisco.

African Americans have the highest rates of hospitalizations and emergency room visits due to asthma. Asthma is also exacerbated by stress, which is again worse for poor families, and for those experiencing racism.

High-income neighborhoods reported zero infant deaths in 10 years, while Bayview/Hunters Point, including lower income zip code 94124, reported over 20 infant deaths during this same timeframe.

Evidence is growing that experiences of racism are a risk factor for preterm birth, which may explain the persistence of this disparity despite other protective factors, such as higher educational attainment and socioeconomic status.

Mental Health

In recent research, the experience of racism has been noted as a definable risk factor for cardiovascular disease.

The workgroup highlighted the need to acknowledge and understand the impact of racism on health, confront implicit bias, create systems to ensure equitable care and service for B/AA residents and all residents.

Housing/Home Ownership

African Americans have the lowest rate of homeownership in San Francisco at 31% and are the most likely to experience cost burden and severe cost burden as homeowners, spending greater than 30% or greater than 50% of their income, respectively.

Homelessness

Black/African American individuals comprise 37% of the City's unhoused population, despite making up only 6% of the City's population as a whole.

Displacement

The Black population is the only racial group in San Francisco to consistently decline in every census count since 1970.

The HRC Civil Rights Division's investigators note a trend of discriminatory practices amongst landlords and property managers who do not want to rent to Section 8 voucher holders, disproportionately Black women with children. The outcome is having to find housing outside of the City.

LGBTQ+

Amongst the trans community, Black trans women disproportionately experience fatal violence, unemployment, poverty, and homelessness.

Justice Reform

Despite a history of attempts to collaborate between community and the police, including the adoption of more than 270 recommendations from DA George Gascon's Blue Ribbon Panel on Transparency, Accountability, and Fairness in Law Enforcement in 2016, over policing of Black people in San Francisco persists. About 45% of all San Francisco Police Department use-of-force cases involved Black people in 2019 and Black drivers and pedestrians accounted for 22.9% of all SFPD stops during the last three months of 2019 and roughly 38.5% of nonmandatory searches.

As of July 2019, African Americans represent 46% of the people incarcerated in the county Jail system, 38% of the adults on probation. Juvenile Probation reported 55% of juveniles on probation were African American.

¹ (Hawkins et al., 2020)

² (Stolle-McAllister et al., 2010)

³ (ABC7, 2020)

“Empathy is not simply a matter of trying to imagine what others are going through, but having the will to muster enough courage to do something about it. In a way, empathy is predicated upon hope.”

— CORNEL WEST



OUTREACH AND ENGAGEMENT

Mayor Breed and Supervisor Walton asked the Human Rights Commission to support collecting community ideas and input on the reallocation of SFPD dollars to support the African American/Black Community. A joint statement from Mayor Breed and Supervisor Walton directed people interested in the process to email HRC-Roundtable@sfgov.org. Mayor Breed also posted the information on her social media accounts and Supervisor Walton shared the information through his newsletter.

The Human Rights Commission documented emailed comments, hosted online meetings, and created a short survey for initial thoughts and feedback. More than 600 people participated in some capacity in the process.

SURVEYS

A simple survey was designed to collect feedback on areas to prioritize and any comments respondents might want to share. The short survey asked for general information like name, email address, race/ethnicity and zip code. Additional questions asked if respondents live or work in San Francisco, if they think SFPD should be defunded, and where funds should be redirected to support the African American community. Lastly, respondents were invited to share any feedback or comments they wanted to share.

Between June 23 and July 14, the Human Rights Commission received 388 survey responses. 80% of respondents identified as Black or African American. 77% of respondents reported currently living in San Francisco. 95% of respondents believe funds should be reallocated to support the African American/Black community, 4% were unsure and 1% said no.

In addition to the aforementioned survey, a similar survey was shared with youth. Currently 235 youth have completed the survey. 73% identify as Black or African American. 89% currently live in San Francisco and 28% work in the City. 81% believe the funds should be allocated and 17% are unsure. 76% of youth respondents believe funding should support housing and homelessness, 75% identified education as a priority and 69% chose mental health as an area for reallocation within the Black community.

ELECTRONIC MAIL (EMAILS)

Emails to the HRC Roundtable – over 300 people emailed the HRC-Roundtable to be included in the process. The comments were incorporated into the notes/recommendations, each person who emailed should have received a response with the link to the survey and to select and preregister for one of the online meetings.

FOCUS GROUPS/COMMUNITY SESSIONS

Hundreds of people participated in a series of online meetings focused on gathering input and feedback. The initial meetings centered on Black voices and stakeholders. Four meetings on three dates engaged the Black community. Those meetings were meant to be a safe space for the Black community to speak honestly about needs and experiences. The meetings were on June 23, 24 and two meetings were held on the evening of June 29.

Thirteen community meetings were held between June 23 and July 16. After the interruption and racist acts in a previous meeting additional steps were added to the participation process. One person noted they felt the process was prohibitive for them, other people had problems signing on when the passwords didn't work or were never received. Even with the challenges over 300 people participated in the five meetings. 132 people participated in multiple sessions and 250 people only attended one session.

There were three additional focus groups with youth, African American Faith Based Leaders and Hope SF stakeholders. These offered different perspectives into the process, surveys and recommendations.

DATE	AUDIENCE
June 23, 2020	MegaBlack SF*
June 24, 2020**	MegaBlack SF
June 26, 2020	HRC Community Roundtable
June 29, 2020, 5:30pm	African American Stakeholders Only
June 29, 2020, 6:30pm	African American Stakeholders Only
July 2, 2020	Open Community Input Session
July 7, 2020	Open Community Input Session
July 8, 2020	Open Community Input Session
July 10, 2020	Open Community Input Session
July 11, 2020	Open Community Input Session
July 14, 2020	Opportunities for All participants
July 15, 2020	Hope SF Stakeholders
July 16, 2020	African American Faith Based

*MegaBlack SF is a collective of Black-led organizations and Black individuals fighting for visibility, sovereignty, dignity and justice for Black San Franciscans.

**During the June 24, 2020 presentation, the virtual meeting was "zombombombed." Beyond discussing how the City might reinvest SF Police Department budget dollars into the Black community, we were also using the space to collectively mourn recent acts of racial violence, including the murders of George Floyd and Breonna Taylor.

African American Faith Based Pastors

Engagement with the Faith-based community has not been as extensive as desired; outreach will continue over the next few months. It is important to include the Black Faith community for the role it has played in holding and maintaining institutional memory; serving as repository of knowledge of the music, song and hidden messages that slavery attempted to destroy in order to dehumanize and subjugate the slave.

In his book *The Negro Church*, E.E. Franklin posits the Black Church served as an invisible institution during slavery and after slavery served the community as a continuous Freedman's Bureau helping meet the needs of the recently freed slaves. The Black church became a nation within a nation, setting up schools, health care and even medical schools like Meharry Medical College in Tennessee. The Black church stepped into the gap to meet the needs of the Black community.

In San Francisco, The Black Church represents the last vestige of Black institutions, with historical memory, maintaining the culture of song and cadence of speech, creating a sense of belonging and often serves as a buttress of support for many community based organizations - providing, meals, meeting spaces and shelter.

The Black Church is most likely the largest representation of capital and land in the Black community, owning their properties for decades and in some cases centuries. We should support these institutions, the community can't lose these symbols of history, culture and refuge.

Less than 10 people participated in the survey, 40% believed that funds should not be directed away from the police department. 60% identified mental health, addiction treatment and food justice as a priority. The survey is still open and there is still time to include additional responses from the faith-based community.



Youth

In an effort to include youth voice the survey was distributed to youth and youth serving agencies. 248 youth completed the survey. Over 70% of the youth respondents identified as Black/African American. 7% of the respondents left comments at the end of the survey.

The majority of the comments expressed support for allocating funds to the Black/African American community and one comment expressed concern over broadly saying defund, as it could be "more detrimental than beneficial to the City." Below are additional youth comments that represent the thought and strength in our youth.

"The Elementary Education System needs a complete overhaul. The schools in the Black/African American Communities are failing at an abominable rate, especially when compared to school in other neighborhoods"

"Reparations are necessary...we can call it a "Recovery Act" or the like, but redistributing to fund new government priorities in light of the widespread reaction to the George Floyd uprisings. But not simple minded plans for checks, rather a permanent reparations program for Black San Francisco to be grandmothers/fathered in. Economic recovery is all that matters—solving one half of the police-community conflict is to fund the other half. Governments have funded the massive state police because that is what the Majority wanted. But now is time to reverse it. Fund neighborhoods, you will need fewer police."

In addition to the survey youth participated in several of the input sessions, including HOPE SF.

Survey respondents identified homelessness and education (both 75%) as areas to invest funds to support the Black/African American community. Similarly in the breakout sessions youth highlighted education and housing as areas of interest.

More passionate teachers of Color	Education
Representation of African American success	
More low income housing	Housing
Increase to access to home ownership	Housing
increase in access to job training	Workforce
Tutoring for youth	Education
Non profit leadership funding	
Neighborhood clean up	
Tutoring support for African American students	Education
Homeownership within the black community: Loan assistance programs including down payment assistance.	Housing
More low income housing	Housing
Pipeline to teaching for black kids to become black teachers	Education
Mentorship programs	All categories
Mental Health Resources	Health & Wellness
Senior Housing	Housing
Recreational Programs	Education
classes on money management and building credit etc	Finance
How does the message of what's available get out? Who is responsible?	Oversight
Free College Tours	
Early intervention and preventions courses	
Fund local programs such as after school programs and programs such as OFA	
Food Pantries	

Hope SF

HOPE SF is the nation's first large-scale community development and reparations initiative aimed at creating vibrant, inclusive, mixed-income communities without mass displacement of the original residents. Led by the Office of Mayor London N. Breed, the San Francisco Foundation and Enterprise Community Partners, HOPE SF is a public-private partnership with community residents.

On July 15, HOPE SF and the San Francisco Human Rights Commission (HRC) hosted a community feedback session to hear directly from HOPE SF providers and residents on their opinions and recommendations for reallocating SFPD budget dollars to the Black community. Eighty-eight people convened and provided feedback on the needs and priorities of the HOPE SF community. A mix of youth leaders, service providers and residents shared intentional, heartfelt comments connected to their lived experiences and the gaps in services and investments, not only with regard to their interaction with police but also the erasure and spatial segregation they have experienced living in HOPE SF housing. Participants also voiced concerns about opportunities to thrive and safely build community at HOPE SF sites.

Meeting attendees were invited to complete the citywide survey circulated by the HRC and also participated in breakout groups. What follows is a summary of the HOPE SF convening feedback. Many of the themes and ideas shared in this session mirror comments in other meetings. Although there were discussions around police training, it was not identified as an area to invest redirected police funds towards.

The table below connects the top three areas identified in the survey with the conversations in the large group discussion:

Survey	Theme from large discussion/chat box	Recommendation
Community	Community Centered	We need community councils consisting of elders, young adults and youth who are leaders in the communities that were formerly public housing sites.
Community	Community Led	No more over policing. We need to be able to practice conflict resolution on our own.
Community	Culture	black cultural centers in SD, HP, PH
Community	Education	More educational programs led by Black/ African American individuals. Programs like money management and budgeting classes, classes on understanding taxes and how to pay them. Community classes that teach about the rights every American has and situational training... the community understands how to respond in situations and how police protocol dictates they respond. Also there should be a bigger emphasis on addressing mental and physical health in the community.
Community	History	Let's remember where they came from, where the police originated. the police mentality is of slave patrols

Mental Health	Invest	In Black communities pay restorative practitioners equal to clinicians..\$100,000 for work and expansion on such practices
Mental Health	Restorative practices	Include cultural restorative practices to increase self preservation
Workforce	Re-entry	Where is the money to help with rent for x felonies
Workforce	Invest	Entrepreneurial Programming and resources
Workforce	Invest	We have to lift up our young entrepreneurs! They are all over Instagram selling everything! They need guidance to turn a side hustle to a lucrative business!
Workforce	Employment	Allocating the funds to help the younger youth who don't "qualify" for employment until a certain age, there are people who are 10-14 selling drugs in our community because that's all they know

Themes reflected from HOPE SF engagement were communicated with extreme passion and unapologetically honest. Similar to other conversations hosted by the HRC, there is serious frustration with the system/government response, as well as policy and systems leaders. A theme heard in every session, and communicated in the HOPE SF session with sincerity, respect and fervor, were calls for greater accountability.

"If funds would be given to the schools there should be a community oversight committee consisting of parents and teachers who are active in the school setting. Ask the parents, teachers and students what they need instead of telling them what they will get with the money that is supposed to be for them."

Amongst HOPE SF participants: nearly 90% of the survey respondents identified as Black/African American. 73% of respondents selected mental health as an area to invest funds to support the Black/African American community. 63% of respondents identified community based efforts and workforce development programs as strategies for investment to benefit the Black/African American community.

The survey responses strongly align with the conversations held in breakout groups and the collective discussion. See recommendations from breakout groups, chat conversations and additional community recommendations in the appendix.

COMMUNITY RECOMMENDATIONS

Over 400 recommendations from the various engagement strategies were collected. The recommendations were compiled and are included in the appendix of this document.

THEMES

After an initial review of comments from the survey, emails, and online meetings, the various recommendations were labeled and sorted. The themes were based on notes, commonalities and general understanding of the context/content based on discussions with community.

The initial sort identified the following themes, ideas or categories:

1. Advocacy
2. Arts and Culture
3. Capacity Building
4. Community Building
5. Community Engagement
6. Economic Justice
 - a. Small businesses
 - b. LGBTQ+
 - c. Nonprofits
 - d. Seniors
 - e. Churches + faith-based organizations
7. Education
 - f. Culturally affirmative education and programming
8. Funding Essential/Existing Services
9. Health and Wellness
 - g. Mental Health
 - h. Women's health
10. Housing security + homeownership
11. Homelessness
12. LGBTQ+
13. Justice Reform
14. Police Accountability
15. Outmigration + displacement
16. Youth

During the virtual meetings, many of the themes were merged to accommodate the breakout sessions. Many of the ideas were interconnected and represent the intersectionality of people.

COMMON THEMES

Some scholarly articles suggests there is a lack of research or study on the ideas, recommendations and strategies impacting the Black community (Dymski, 2017; S. T. Gooden et al., 2017; Harper et al., 2019). Additional research and evaluation of efforts that support the advancement, education, community development and empowerment of African American communities, could help build capacity of organizations, validate best practices (Dymski, 2017; Goings & Bianco, n.d.; S. Gooden et al., 2018) and improve outcomes. Based on research and community discussions the Human Rights Commission, suggests funding be allocated to support research and evaluation of strategies, Black-led/Black serving organizations and the impact of funding allocations.

Intersectionality

This engagement process demonstrated that our solutions and recommendations must recognize the expanse and intersections of community. As writer Audre Lorde notes, "we do not live single-issue lives"; this sentiment was affirmed by our participants. The Black community is not a monolith, and in this process, we must honor all types of Black people and their lived experience.

We uplift the frame of intersectionality which asserts that forms of oppression and inequality often operate together and exacerbate each other. Rather than seeing race inequality as separate from inequality based on gender, class, sexuality or immigrant status, for example, it recognizes that some people are subject to all of these, and the experience is not just the sum of its parts. People live at intersections. Our resources and recommendations acknowledge the range of our community, including those who are trans and queer, women and femmes, formerly incarcerated, immigrants, undocumented, unhoused, multi-lingual, disabled and low-income. By centering Blackness and recognizing intersectionality, we respect the identities that make up a whole person *and* validate the fullness and humanity of Black people.

The table below is not a comprehensive list, it is shared only for consideration and to highlight the impact of intersectionality on opportunities and outcomes. Consider a scenario if someone is represented in one of the boxes, what happens if they are represented in multiple spaces? Do they have to choose where and which services to access? Does one cancel out the other?

Intersectionality Table

AFRICAN AMERICAN	SENIOR	LGBTQ+	YOUTH	LOW-INCOME	HOMELESS	TRANS	MALE	FEMALE	CAREGIVER
Person raising grandchildren / multi-generational households									
Single parent working multiple jobs									
High school youth who has been kicked out of their home									

Accountability

The word accountability was introduced early on in conversations with Black community members. Community members were passionate and emphatic about double standards when it comes to accountability. Black City workers consistently expressed a lack of accountability for nonblack employees and supervisors and communicated a belief that the system rewards racist behavior and punishes employees who advocate for themselves.

Similar sentiments and fury were shared by community-based organizations and community stakeholders. Many community-based organizations felt strongly City and County of San Francisco (CCSF) agencies underfund African American organizations, undervalue their contributions and set programs up for failure by policies out of touch with community needs. Community stakeholders were also frustrated by CCSF agencies lack of engagement with the neighborhoods or the community identified needs. People asked questions or made comments like: *Who is making these decisions? How do they know we need or want that service? These agencies are not serving our youth or they don't even like Black people.*

The comments consistently expressed a desire for greater accountability and transparency. The World Bank Glossary of Social Accountability Tools & Approaches (2011) offers ideas that could advance the accountability recommendations. Strategies for consideration include report cards, satisfaction surveys, a citizen jury, community scorecards, focus group discussions, information campaigns, integrity pact, participatory planning, hearings and audits. The accountability table outlines some of the definitions and connects terminology with recommendations.

A good deal of the discussion on accountability explored the need to hold city departments accountable. Similar to the social accountability tools shared from The World Bank, the Alturas Institute suggests a need to improve public dialogue and discussion, which includes listening (Adler, 2019). The article goes on to recommend being fair to one another and listening to opposing viewpoints. Studies on understudying of the impact of Black serving, Black-led organizations demonstrates the devaluing of Black people communicated in the online sessions. The implication that Black people's strengths and assets are not worth studying, underscores the perception that system and policy leaders have little regard or respect for the Black person's knowledge, experience and positions. Accountability should include putting people in leadership who will have meaningful discussions with the Black community, value their input and incorporate their feedback. In an interview researcher Phillip Tetlock, suggests people need to respect and not have perceived ideas about the views of the audience to whom they are accountable to be effective. This supports the general belief of the Black community – City leadership doesn't respect them and thus doesn't feel accountable.

Increasing accountability does not guarantee having a positive impact. Accountability influences people's decision making, but not always in a good way (Beck, 2017). Developing systems of accountability with "beneficial effects" requires what Tetlock describes as specialized and carefully crafted, strategies that encourage people to resist their cognitive bias and be more self-critical.

“Glad to hear we’re being intentional about where money will be re-deployed. I agree we need also to have accountability for programs.”

- PARTICIPANT, JUNE 29

“There needs to be an oversight department to ensure that things allocated for the black community not only happen, but that the word gets out and people know it's available.”

- YOUTH PARTICIPANT, JULY 14

“SFUSD needs to be held accountable for the mis-education / under-education of black kids.”

- PARTICIPANT, JUNE 26

“Accountability through transparent, easy-to-understand budgets and tools for citizens to understand where their tax dollars are going. A few criteria should be met so this works explains different funds and revenue sources.”

- PARTICIPANT

Accountability Tools

	DEFINITION (Taken from the World Bank Glossary)	COMMUNITY RECOMMENDATION	ASSOCIATED COSTS
Audits	Process where information is collected, analyzed and shared publicly in a participatory manner. Community members help with research and investigation and findings are shared publicly.	See all the funding that comes from ALL the city departments. Results matter	Compensate community. CCSF staff time. Community Liaison/staff Printing
Citizen Jury	Selected group of community members who share feedback on proposals and/or actions with decision makers after a period of investigation.	List of organizations that are getting funding to help the Black community, but are not truly helping	Compensate community Community Liaison/staff
Focus Group Discussions	Informal consultation and discussion with community members.	Defining what it means to be qualified. Advocacy.	Staff time
Hearings	Local formal community level meeting with local officials and community members exchange information. Can be connected to audit or other tools.	Define accountability and qualifications. Review programs and departments	CCSF staff time Community organizer/liaison
Information Campaigns	Provide community with information on government plans and spending.	Data sharing and data sheets. Co designed with community based. Advocacy	Designer Outreach/engagement coordinator
Integrity Pact	Tool that allows community and public agencies to agree on specific contract expectations.	Have a level of oversight, ran by community. Ensure accountability on how money is distributed.	Designer Printing Evaluation Community partner Staff time
Participatory Planning	Diverse group of key stakeholders	We should define the results we want to see. Intentional about where money will be deployed	
Redress Mechanism		Stop giving funding to programs that are not successful	
Report Cards	Assessment of services by community	Accountability – results matter	
Satisfaction Surveys	Quantitative assessment of government services and community-based organizations – not just community partners		
Scorecard	Community-based monitoring tool	Taking notes and document. Results matter	
Service Centers	Access to information and services in one location.		

Advocacy

Some research links advocacy to empowerment – the ability to for people to take ownership to produce a desired outcome in areas of self-confidence and self-sufficiency⁴. Furthermore, advocacy/empowerment offers the ability to support yourself and community in social, political and economic awareness. Black participants stressed the need to advocate for self and community without fear of retaliation.

“Unpacking and dismantling white supremacy”

“We need parity”

“When Black people do better we all do better”

Affirmations

At the end of each of the online meetings, people expressed appreciation for the opportunity to participate in the process, contribute and hear from other people. Similarly, many of the emails and survey respondents shared notes of gratitude for the ability to contribute their ideas.

“Thank you for collecting this feedback! I hope all possible solutions can be informed with an intersectional lens.”

“This is monumental and SF’s Black residents deserve this!”

Art and Culture

The contributions of African Americans to San Francisco’s art history is rich, but often forgotten or overlooked. The Fillmore district once known as Harlem of the West celebrated Black talent and style. Cultural contributions shaped movements and centered African Americans in the national fight for civil rights. Somewhere and somehow along the way the community feels the sense of pride, celebration and acknowledgement has been lost. There were numerous recommendations to create spaces for Black art, to host special events and to educate Black youth and the greater community on the amazing history and talent of African Americans in San Francisco, the nation, the world and throughout time.

Broader Support

Many of the recommendations and suggestions were outside of the scope of this effort and were labeled as “Broader Support”. Broader support included providing resources to communities other the African American focus of this project, or discussions on police reform.

Of special note for broader support were Pacific Islander allies. Community members made specific mention of similar disparities in the Native American and Pacific Islander community and recognize their small population, contributing to their invisibility in data and prioritization.

Capacity Building

Numerous comments from participants in the online meetings expressed frustrations with the tone and tenor of systems leaders in city government. Many nonprofits noted they were denied grant funding because

⁴ (Carr, 2011)

they lacked the "capacity" and weren't trusted to do the work. At the same time the nonprofits believe they are not adequately compensated to do the actual work and the administrative work required of funding agencies. City leaders should recognize that structural and systemic racism has created a deficit model in the African American community. Funding might be equally distributed, but that doesn't mean it is equitable. Communities facing challenges, should not be expected to meet greater needs with the same amount of support and resources as those with fewer barriers to success.

Studies show many minority-led organizations make do with less and pour more of their own time and resources into meeting community needs.

Invest in Black-led organizations
Direct Access to technical assistance (grant writing, strategic planning) for non profits serving the black community, with black executives)
Larger admin costs for African American Community
Remove barriers to public funding
Invest in existing programs

Community Building/Community Engagement

A necessary component for community building and engagement, is building trust. Research suggests trust building requires intentional interaction focused on learning about the people, history and culture.

Cultural awareness programs can help build community as well improve intergroup relations. Innovative practices that provide opportunities for community members to share history and experiences can improve relationships, build trust, increase civic engagement and have positive impact in neighborhoods.

On several occasions participants mentioned the need to support Black churches as part of the heritage, history and culture of the Black community. The outmigration of Black residents outside of the City of San Francisco is impacting church attendance and finances. The Black church represents ownership and one of the first places where Black people could have autonomy.

"Support to black churches"
Black media + Black storytellers matter

Economic Justice

Many participants highlighted a need to build wealth and invest in projects that address economic justice looking at how to support small businesses and nonprofits as well as vulnerable populations like the LGBTQ+ communities.

General recommendations look at grants for nonprofits or providing micro-loans and small business loans for start-ups and existing organizations. More specific recommendations, called out the need to fund workforce development programs for Black LGBTQ youth, formerly incarcerated people, and sex workers.

In 1863, the year of the Emancipation Proclamation, Black Americans owned one-half of 1 percent of the national wealth. Not much has changed, in 2019 it was reported to be just over 1.5 percent generally for a

similar percentage of the overall population⁵. In 1930, Kelly Miller, a Black sociologist and mathematician asserted, "The Negro is up against the white man's standard without the white man's opportunity." Participants of the community input sessions stressed the need to create opportunities for the Black community to develop wealth by investing in entrepreneurial programs, providing support to Black start-ups and funding community development corporations.

"Wealthcare," as it is referred to, and Wealth creation are the foundation to economic justice and could have been addressed if the promise of Gen. William T. Sherman's Special Field Order 15⁶ had been kept. Often referred to as the promise of "40 Acres and a mule," the special order allocated plots of usable land, not to exceed 40 acres, to families. Although some received army mules, it was not by virtue of the special order. After the assassination of President Lincoln, President Andrew Johnson disregarded Sherman's promise and returned the land to its previous confederate owners. Johnson's actions struck a determining blow against opportunities for Black people to develop wealth. One way to build Black wealth today would be to offer reparations and repay Black people the debt they have been owed. Examples of this already noted are:

- Investing in Black businesses
- Increasing Black home ownership
- Delivering interventions at an earlier age, like high quality education programs
- Providing strong social safety nets that are facilitated by Black-led community development corporations.
 - Guarantee affordable child care
 - Offer baby bonds
 - Offer Employment and training programs

"Local bank/investing in communities they serve and assistance with giving African American families/community funds to assist in homeownership/small business."

"Tech needs to make a commitment to training and investing in housing for the Black community."

"We need to invest some money into apprenticeship programs in tech for Black people. Creating generational wealth starts with getting young people into thriving industries."

"An investment in care care/child development would help a lot of our kids and families."

"Make investments in Black businesses, programs"¹⁰

⁵[Perspective | Why the racial wealth gap persists, more than 150 years after emancipation](#)

⁶[The Story Behind '40 Acres And A Mule'](#)

⁷Community input session

⁸Breakout session

⁹Participant comment June 24

¹⁰Participant comment June 26

Seniors

Recommendations for strengthening support systems for seniors, includes access to resources to stay in their homes and addressing challenges to obtaining housing, As seniors age they might need to modify their homes to support aging in place, like installing chair lifts. In addition to the costs of making homes accessible for seniors, seniors might need financial support to meet basic needs or for homeowners funding to maintain their homes and pass down to their family to build wealth.

“Support for seniors who are longtime residents”

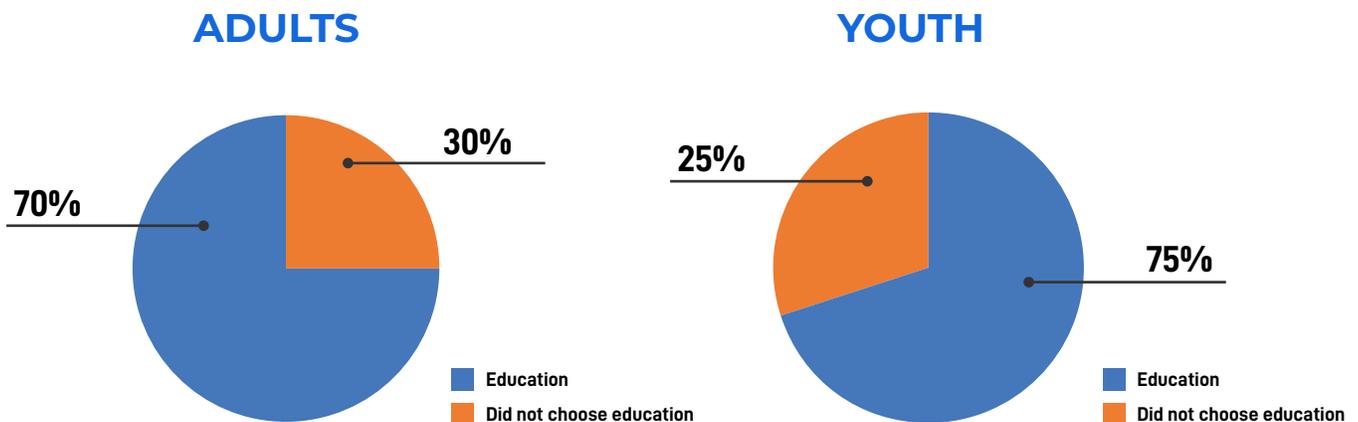
Pipeline programs help prepare youth for meaningful work and develop desired skills”

Pipeline Programs

Work-based learning programs provide youth with the opportunity to develop skills employers value¹². Research suggests employers put greater value on socio-emotional skills and higher-order cognitive skills¹³ and believe more should be done outside of the classroom to prepare youth for work¹⁴.

Education

Education was listed as a priority, in surveys and community meetings. Both the youth and adult surveys had over 70% of the respondents identify education as an area to invest funds for the African American community.



The battle of education is nothing new, from Jim Crow laws to integration and desegregation debates, education is an example of how community activism and socioeconomic impacted the movement¹⁵. In the book *Mainstreaming Black Power*, the author asserts that Jim Crow laws in Atlanta benefitted the Black serving schools, that were being supported and led by Black educated leadership, unlike the poor communities with fewer resources and advocating for desegregation and busing, because the support and resources needed didn't exist in their communities.

¹¹(Kenny et al., 2016)

¹²(Cunningham & Villaseñor, 2016)

¹³(Cunningham & Villaseñor, 2016)

¹⁴(Symonds et al., 2011)

¹⁵(Davies, n.d.)

“Provide Scholarships: reduce future debt, increase likelihood of future employment”

Designing solutions to address achievement gaps and academic needs requires innovative and diverse strategies. One study argues that predatory inclusion has reproduced racialized inequality. Recruiting and encouraging Black youth to attend college could potentially increase debt burdens, and be “prohibitively expensive” for those with limited access to economic resources¹⁶. Predatory inclusion suggests, the benefits of a college education are jeopardized by the cost to attend college, he added educational debt adds to the future household debt, and limits the students economic mobility and the ability develop future wealth. Providing scholarships could help increase household assets, decreasing debt.

Fund Black studies

Health and Wellness

- Mental Health

Housing

From 1970 to 2010, the Black population of San Francisco decreased 50%, down to less than 49,000. The dwindling of the African-American population has happened for a variety of reasons, including an increasing cost of living and rents, the destruction of primarily-African American neighborhoods for urban renewal projects, redlining and rapid gentrification. Between 2000 and 2015, as housing prices rose, San Francisco lost nearly 3,000 low-income Black households—a 17% decrease—primarily in historically Black neighborhoods¹⁷. Black applicants are roughly twice as likely to receive a subprime mortgage than White and Asian applicants, and Whites families own homes at nearly twice the rate of Black families in California.¹⁸ In the Bay Area, Black households are twice as likely as White households to live in neighborhoods that are at risk of gentrification.¹⁹ According to the 2017 Five-Year American Community Survey, Whites had the highest median household income at \$116,102, which is over three times higher than Black/AfricanAmericans, which had the lowest median household income at \$30,235.²⁰ This wealth gap also perpetuates housing inequality. The compounding impacts related to foreclosure, rent burden, subprime mortgages have caused financial loss, a lack of generational wealth, and neighborhood instability for Black communities.

Given these disparities, access to housing and wealth building was a central issue for participants. Community members called for creating more housing - to build, preserve and purchase affordable housing specifically for Black communities and Black neighborhoods. They called for “Greenlining Black neighborhoods” with capital and credit, financial empowerment, and strengthening access to below market-rate homeownership. Interest was also shown in land trust and community-based ownership for land, homes and businesses. Participants also called for re-investing in public housing with new development and improving living conditions for current residents. One recommendation was to sell homes to Black families at pre-redevelopment rates to atone for years of disinvestment and redlining.

¹⁶(Seamster & Charron-Chénier, 2017)

¹⁷https://www.urbandisplacement.org/sites/default/files/images/sf_final.pdf

¹⁸<https://www.racecounts.org/issue/housing/>

¹⁹<https://bayareaequityatlas.org/indicators/gentrification-risk/>

²⁰Budget and Legislative Analyst prepare a report on the “Distribution of social benefits, or “determinants of equity” across the City of San Francisco” - July 2020

Community members also wanted to ensure that Black people stay housed in the first place. They advocated for the creation of a 'Black Preservation Fund' to prevent Black community from losing their homes and help off-set costs to prevent eviction or foreclosure. This should have an accessible application process with immediate access to funding for applicants. Lastly, to address wealth disparities in Black community by establishing a citywide rent-to-own program combined with financial support, initial subsidies and ongoing financial education for program participants.

Homelessness

A 2019 article, noted that the majority of people waiting in line for food were Black ²¹.

In San Francisco, the African American population is around 6%, but 37% of the growing homeless population is Black. This follows a national trend of systemic inequity; out of the nation's racial and ethnic groups, Black Americans have the highest rate of homelessness. Black people comprise 13% of the general population in the United States and account for more than 40% of the homeless population. Persistent cases of systemic bias and structural racism in housing, employment, criminal justice, and child welfare are directly linked to entry into homelessness. A 2018 report from SPARC (Supporting Partnerships for AntiRacist Communities) identified 5 key areas impacting people of color entering homelessness, including a lack of economic capital within social networks, a lack of safe housing options, being justice-involved, involvement in the child welfare and foster care systems, behavioral health issues and an increased exposure to violence.²²

For instance, Black people are more likely to get pushed into homelessness if they have had a past eviction. Eviction follows a racially disparate trend - approximately one in five African-American women renters report being evicted as some point in their life, while the equivalent rate for white women renters is one in 15.²³ And as rents rise in San Francisco, evictions have become more frequent and exacerbated by the Ellis Act. Other issues include individuals and families having money to pay the rent, but can't afford the security deposit to move into a new place, or if a landlord doesn't accept Section 8 housing vouchers.²⁴

The community uplifted identifying and addressing the root causes of systemic racism that cause homelessness and keep people homeless. These barriers include addressing credit history reports, landlord discrimination and racial profiling, as well as criminal background checks. They also called for the dismantling the current structure of white-led, better funded organizations providing support to Black/POC unhoused folk and re-direct funding and capacity-building for Black-led and staffed (with lived experience with homelessness) to better serve Black unhoused community. Ensuring faster entry into permanent supportive housing, increasing the number of 24-hour shelters available, and respecting the dignity of Black people in the shelter system were additional recommendations.

²²<https://center4si.com/wp-content/uploads/2016/08/SPARC-Phase-1-Findings-March-2018.pdf>

²³<https://www.theatlantic.com/business/archive/2016/03/eviction-matthew-desmond-housing/471375/>

²⁴<https://www.pewtrusts.org/en/research-and-analysis/blogs/stateline/2019/03/29/a-pileup-of-inequities-why-people-of-color-are-hit-hardest-by-homelessness>

¹⁹<https://bayareaequityatlas.org/indicators/gentrification-risk#/>

Community asked the City to review racial disparities in the service provision of homelessness and disaggregate that by race. The questions we received were to find out: who's getting housed? How long does that take? What are the disparities as people exiting homelessness. Community members asked for the creation of a Black-led organization/fund that would act as a guarantor for AA unhoused individuals to solve for lack of credit history and their inability to attain rental housing. This fund could finance security deposits, moving costs, and first/last month's rent; and address cash flow problems when trying to get housing.

Home Ownership

Economic mobility is often linked to a person's ability to purchase a home²⁵ and the ability to build wealth.

Increase African American Homeownership

LGBTQ+

Financial Literacy Programs for Black LGBTQ

Fund Workforce Development Programs for Black LGBTQ youth, formerly incarcerated people, and sex workers

Justice Reform

As many question the ability for justice to prevail for all and in all communities¹, now is the time to pause and consider how to advance justice reform². On June 11, 2020 Mayor London Breed shared her vision for justice reform. Recommendations include redirecting funding for racial equity and developing a "systematic response plan to improve direct connection to community-based or City service providers³[...]". The community input process supports many of the proposed strategies: investing in the African American community, strengthening accountability and developing restorative justice practices that center community response instead of calling the police. Countless studies based on data and in-depth research have consistently found structural inequities in the justice system. To effect meaningful justice reform that will actually allow justice to be a reality for all communities, the justice system requires significant shifts in how the system functions and in the role that armed responders play in that system.

A 2015 report by the Burns Institute, identified three areas for cost savings and reinvestment⁴ in the justice system. One of the recommendations for reinvestment focused on eliminating the racial disparities in the justice system. The study found that at every stage of the criminal justice system Black adults were overrepresented. In San Francisco Black adults are 7 times more likely to be arrested, 11 times more likely to be booked into county jail and 10 times more likely to be convicted of crime as opposed to White adults. Although, Although Black adults represent less than 6% of the San Francisco Population, The Burns Institute reports, Black adults represent 40% of people arrested, 44% of people booked in county jail and 44% of convictions⁵. These racial disparities also impact our youth. While San Francisco has one of the Bay Area's lowest county-youth incarceration rates, it has the highest felony arrest rate for African American youth. According to Center on Juvenile and Criminal Justice's California Sentencing Institute data, just under 10% of black youth in San Francisco were arrested for a felony in 2016. Justice reform efforts should include support and resource allocation for reentry for adults and youth.

Many of the recommendations in the Burns Institute report align with community requests and the Mayor's roadmap to increase accountability as well as the capacity of programs and systems to meet the needs of

the community. Relevant recommendations include establishing protocols and documentation, improving staff training, modifying data systems, collecting data and generating reports⁶. Although this strategy is listed under Justice Reform, it is applicable to each of the themes highlighted throughout this report.

Additionally the community recommends funding support restorative justice practices. Ideas for reform suggest: community programs enacted to provide services to **prevent** crimes from being committed in the first place, initiatives regarding restorative justice, community mediation for nonviolent crimes - the community would do more of the mediating which takes finances away from the police and towards the community playing a role in restorative justice in collaboration with public safety agency partners. Furthermore, very specific requests for restorative justice practices mirror Mayor's recommendation to create community-led efforts for crisis response. A recommendation for community-led and created restorative justice response outlined a ***holistic practice that values Afro-centric strategies and allows communities to practice restorative practices within the community and not use police for conflict and restoration.*** Community members stressed that "healing people heal people", and we must provide intergenerational opportunities for this work. Participants suggested a neighborhood-based multigenerational "Village Council" would convene as mediators for non-emergencies, certain domestic issues or neighbor disagreements. Another community recommendation uplifted was a holistic, trauma-informed certification program specializing in emotional development that would train neighborhood youth into leaders in de-escalation and conflict mediation for their peers.

Similar to the Mayor's effort to direct funding to build racial equity, community input and initial research suggests funding be used to address the structures and systems that contribute to the overrepresentation of Black people in the criminal justice system. Studies suggests collaborative leadership⁷ could help improve reentry services, but also prevent entry into the criminal justice system. A report on the San Francisco Women's Justice Reform Initiative, highlights how collaboration between agencies could streamline services for the women exiting the criminal justice system, this report expands on that recommendation and offers collaboration is equally beneficial to the larger community.

Finally, throughout the process and across themes are recommendations to recruit in the Black community and pipelines to economic opportunity through a reimagining of the justice system. For example, the recommendation to invest in a social service response rather than a police response could be implemented by creating a pipeline for community members to become the first responders that they want to see: paramedics, social workers, therapists, de-escalators, and conflict mediators. This would advance justice reform by reshaping our public safety system as well as support the need for economic justice.

¹[Hopes fade for reform of massive U.S. criminal justice system](#)

²[Mayor London Breed Announces Roadmap for New Police Reforms](#)

³ibid

⁴[SAN FRANCISCO JUSTICE REINVESTMENT INITIATIVE:](#)

⁵ibid, page6

⁶ibid

⁷[San Francisco Women's Justice Reform Initiative Report](#)

Fund Existing Services/Essential Services

The City and County of San Francisco relies on non-profits for delivery of after-school programs, food distribution to vulnerable populations and other social services. African American-led nonprofits are considered to be more approachable, trusted, and accessible according to a national study. This study also found that only 10% of the 2200 nonprofit executives surveyed were African American¹. In San Francisco, the Department of Children Youth and their Families reported 4 of the 38 organizations that they fund in District 11 are Black-led. Similarly, a community assessment suggested 2% of the Mayor's Office of Housing and Community Development's funding allocations went to Black-led organizations. Black-led organizations typically have a smaller staff, fewer cash reserves, and are more reliant on government funding. Despite this, they are expected to serve more people who might have greater needs and challenges than white-led organizations². The community responds better when nonprofit leadership represents the ethnicity and culture of the community they serve. Research suggests investing resources in Black-led organizations could improve participation in programs, attendance in school, engagement in learning and improve many of the disparate outcomes the Black community in San Francisco experiences.

Community stakeholders suggest more should be done to support the existing Black-led organizations that provide essential services to the community. Numerous studies report that funding these organizations can produce culturally competent services that demonstrate greater outcomes for community members through strong engagement, improved health outcomes and meaningful relationships³. Participants in the community input sessions recommend providing additional administrative costs for Black-led organizations. Additionally, the city and county should invest in successful programs, provide technical assistance and fund general development and administrative support.

“The City places caps (restricts % of total grant award) to support administrative costs for Black led orgs. 10-15% is not enough.”⁴

“Invest in Black-led organizations”⁵

“Correct... do not invest in what does not work”⁶

“Dismantle the current structure of white-led better funded organizations providing support to Black/POC unhoused folks; re-direct funding and capacity building for Black/AA led and staffed (with lived experience with homelessness) to better serve Black community”⁷

¹Making the invisible visible in nonprofit courses: A case study of African American-led nonprofits

²Review data in the background section of this report

³Ibid

⁴Participant comment June 23

⁵Participant comment June 25

⁶Participant comment July 2

⁷Housing and Homelessness breakout session

Office of Racial Equity

The Office of Racial Equity was legislated in 2019 in response to the City's growing racial disparities, and as a means to address the history of structural and institutional racism in San Francisco's delivery of services to the public and its own internal practices and systems. Creating ORE was the result of successful advocacy and organizing by Black City workers, labor leaders and community advocates. In order to fulfill the needs of its mandate and to support the needs of the community, participants affirmed that the Office of Racial Equity will require additional full-time staffing and operational resources. Secondly, in order to ground and guide the Office of Racial Equity, the creation of a multiracial advisory council of citizen experts is recommended.

Critical Themes

- Urgency
- Responsibility

Missing Themes

- Environmental Justice
- Transportation
- Caregivers/Families

Highlighted Examples

Hundreds of recommendations were generated in multiple sessions and breakout groups. The Highlighted Recommendations Table highlights a few of the recommendations that came from the process and how one recommendation can impact different populations of African American/Black people, as well as touch multiple categories.

Below review themes and recommendations selected for highlighting. These examples are used for informational purposes and to suggest how they can serve multiple populations in the African American/Black Community. Additional examples are included in the appendix.

Cultural Programming

"Free afterschool programming for Black children led by Black educators, community members...STEAM base" - PARTICIPANT, JUNE 24

Academic/College Scholarships

"Make the long term commitment to scholarships²⁶."

"Provide scholarships²⁷"

Pathways and Pipelines

"Not enough Black representation in all levels of education. Students need to be guided into education as a career, skills and training pathways for careers in education: Principals, teachers, counselors.²⁸"

Invest in Pipelines: A lot of industries are interested in greater representation however it can be difficult ... without additional funding and support. It would be great if the smaller organizations that are doing work in pipelines were connected on a larger scale. Centralized locations where employers/programs gain access to youth and vice versa²⁹.

²⁵(Seamster & Charron-Chénier, 2017)

²⁶Participant, July 11

²⁷Several participants, June 24 and June 29

²⁸Participant, July 11

²⁹Comments combined from several participants

SELECTED EXAMPLES:

	CULTURAL PROGRAMING	PROVIDE ACADEMIC/ COLLEGE SCHOLARSHIPS	DEVELOP PATHWAYS AND PIPELINES
Community Recommendations	Fund programs offering cultural programming on the weekends or after school for African American/ Black youth/ community	Provide scholarships to African American/ Black youth/community	Provide training programs that prepare and support African Americans/Black people entering specific industries: Education, Mental and Physical health
	Benefits or outcomes	Benefits or outcomes	Benefits or outcomes
Economic Justice	Paying mentors and community members to lead and facilitate. Additional funds to nonprofit partners.	Scholarship recipients report increased opportunities to obtain graduate funding and professional development opportunities. ³⁰ Each additional year of college attendance correlates to a higher income. ³¹	Likelihood of post-secondary success improves and ultimately increases potential future earnings. ³²
Education	Programs led by African Americans teach African American Youth to excel while being black. ³³	Allows youth to focus on studies and achieving goals. ³⁴	The ability to improve academic outcomes for youth. Increase culturally responsive educators in school
Health and Wellness	Better for minority child welfare – improved health outcomes compared to more traditional programming.	Eases the burden and stress of students and caregivers	Representation matters. The presence of African American providers reduces trauma on African American clients.
Homelessness		Best practices offer youth ongoing support (advisers and access to resources) and networking opportunities. ³⁵	
LGBTQ+		Help shape and inform cultural progress. Reduce challenges facing LGBTQ+ entering college. ³⁶	Support and resources to address the added barriers and challenges facing this community.
Multigenerational	Parents tend to trust community led programming and are more engaged.		
Youth		addresses immediate financial needs but has long term impact reducing future debt. ³⁷	Ability to improve self-esteem, reduce negative behavior and increase school attendance.

³⁰(Gitterman et al., 2015),

³¹(Sasser Modestino & Paulsen, 2018)

³²(S. Gooden et al., 2018)

³³(Stolle-McAllister et al., 2010)

³⁴(3 Reasons to Apply for Scholarships That Offer More Than Money | Scholarship Search Insider | US News, 2018)

³⁵(Nitro, 2019)

³⁶(Stolle-McAllister et al., 2010)

³⁷(Office of the Mayor, 2020), page 13 and 19

Table 2 – Example of quantifying funding

CATEGORY	POTENTIAL COSTS	TOTAL COSTS
Academic/College Scholarships	200 African American SFUSD high school graduates each year x 20k	\$400,000
Accountability	Pay community partners and teachers, resources. 10 programs x 100,000	\$1,000,000
Advocacy Evaluation, inventory and engagement around funded programs. Develop an accountability system. Strategic planning.	Fund a community led advisory group. Coalition building, centralized funding. Hire a community person to staff and pay organizers	\$250,000
Art and Culture	Black Arts Programming	\$500,000
Capacity Building	Provide support to churches, nonprofits and long-time residents (seniors) to maintain and upkeep their spaces, bring up to code. 300 units x \$10,000	\$3,000,000
Community Engagement	1000 x 500 people x 12 months	\$6,000,000
Economic Justice	Universal basic income.	
Homeownership	Subsidize purchases and down payment. Other suggestions about ability to pay 1940's rates for houses	\$10,000,000
Pathways and Pipelines First Responders, Education, Mental health Homelessness advocates	Employing or training a minimum of 40 people with salaries, benefits, uniforms, etc.	\$12,000,000
Health and Wellness		

Commitment to Invest

Over the years, San Francisco has assessed, researched and explored the needs of the African American community - needs assessments, surveys, reports and data analysis. There are numerous documents, reports, and statements that affirm a history of harm and current inequity in San Francisco and within City government. The urgency and necessity of this work have been established through reports such as the "[Out-Migration Trends from 1990-2000](#)" prepared for the Task Force on African American Out-migration, to the "[The Unfinished Agenda: The Economic Status of African Americans in San Francisco 1964-1990](#)". Some people say the Black community has suffered from paralysis by analysis - lots of analyzing, but little action. The community is hopeful this process will bring meaningful movement and timely implementation of ideas and strategies. Unlike previous efforts, this time the policy leaders (Mayor Breed and Supervisor Walton) have identified a funding source, engaged more than a selected few and created an opportunity for real change.

SUMMARY AND CONCLUSION

Participants clearly communicated throughout the outreach and engagement process that there should be a commitment to successfully advance this effort and make the impact long-lasting and sustainable. Many participants in the process referred to previous efforts like the Outmigration Task Force or reports like the Unfinished Agenda as symbols of a lack of commitment to the African American/Black community and challenged the City to do things differently this time around.

Based on community feedback the convenings and discussions should continue. The community convenings could provide space for discussion and feedback on the recommendations, the design and implementation of selected funding priorities as well as develop a mechanism for evaluation of the impact and success of identified goals and outcomes. This commitment could help to build trust and address concerns about accountability.

Recommended Timeline

- **July 24**
Submit working draft for community feedback
- **July 31**
Share the updated draft with Mayor Breed and Supervisor Walton
- **August**
Host two community meetings to gather additional feedback and recommendations to add to the report
- **September**
Launch monthly community meetings, to review progress on recommendations, build out implementation plans
- **September**
Create a working group
- **October**
Launch quarterly meetings to share updates on the recommendations report

A best practice for accountability, beyond developing a mechanism for feedback is to have a body that can review and document the response and follow up to complaints and concerns. Given the comments and requests from the community, the Human Rights Commission recommends that funds support the creation of a working group or advisory committee to serve in this capacity. The advisory committee members should be compensated for their time and represent the Black/African American Community in addition to the themes identified through the outreach and engagement process.

Additionally, it is recommended that a portion of the funds be allocated to support each of the identified themes, and some of the recommendations. Money should be allocated in each of the common theme areas, even if additional time is used to develop and build out the recommendations. Future community meetings can help inform allocations as well as monitor progress of funding over the next six months to a year. Similarly, the working group could support the review of recommendations and implementation. Future convenings could provide opportunities to explore the recommendations and collaboration with community and other stakeholders including businesses and city agencies. Recent requests asked for no less than 105 million dollars be earmarked to support the Black/African American Community.

City leadership should examine and consider other departments where funding could be reallocated to better serve the African American Community. A common theme was to fund a position, or a community led effort to ensure that all city agencies are addressing the disparities and inequities in many instances they helped create, foster and in some cases advance. Additional suggestions include an audit and the ability for this body to support the African American community in advocacy at the city level. It was stressed that the Police Department is one piece of the puzzle, but that other departments should be held accountable and there should be someone paid and designated to ensure that happens.

Hundreds of people participated in this process, representing a diversity of ages, genders, income levels and yes race and ethnicity. Many participants expressed gratitude for the opportunity to be a part of the conversation and look forward to seeing positive outcomes from this process. People want this to be a living document and not just another report on the shelf.

Suggested Next Steps

- Identify recommendations to advance
- Work on draft report to share with public
- Share report, host feedback sessions with small clusters
- Continue community meetings for 6-12 months
- Develop a working group

APPENDIX

Appendix A

- [Survey Results](#)
- [Meeting Comments](#)
- [Survey Comments](#)

Appendix B

- [Survey Results – Youth](#)
- [Youth Survey comments](#)
- [Youth Meeting recommendations](#)

Appendix C

- [HOPE SF Survey Results](#)
- [Crime Stoppers](#)
- [Summary Survey](#)
- [Combined HOPE SF Breakouts](#)
- [Hope SF Chat](#)
- [HOPE SF Survey comments](#)

Appendix D

- [AA Faith Based Survey Results](#)

Appendix E

- [Human Rights Commission Roundtable Email Comments](#)

Appendix F

- [Community Meeting Slide Deck](#)

Appendix G

- Highlighted Examples

Appendix H

- Quantifying recommendations Draft Template

Appendix I

- Intersectionality Table

Appendix J

- [The Unfinished Agenda](#)
- [The Outmigration Task Force Report](#)
- [Summary recommendations from previous reports](#)

Appendix K

- [Creating a Framework for Reparations](#)